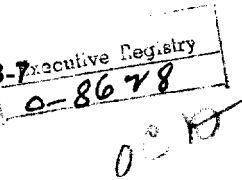


CONFIDENTIAL**Executive****20 January 1950****Management Officer****Management Recommendations re Liaison Division, OCD, dated
8 September 1949.**

1. A careful study of the memorandum from the Assistant Director for Collection and Dissemination regarding Management survey of Liaison Division, dated 3 January 1950, indicates general agreement on all but two major issues:

a. The procedural simplifications of the clerical operations in the Office of the Chief (paragraph 2.b.) were specifically recommended to obviate the need for an additional clerk. Until such time as the survey suggestions are proved unworkable, I do not feel justified in providing an additional clerical position. (See last paragraph p. 7 of memorandum of Assistant Director for Collection and Dissemination.)

b. The Management Staff purpose in reiterating certain OCD policies as survey recommendations (This point was highlighted by Assistant Director for Collection and Dissemination.) and in suggesting the promulgation of TAB B of the survey report (Assistant Director for Collection and Dissemination sees no need to issue this memorandum.) was to formalize these points as OCD policies. The survey disclosed non-compliance, failure to accept responsibility for desired action, and, in some cases, ignorance that a policy had been established. Sound administrative practice recognizes the need for written direction.

2. Comment on Liaison Division relationships with COAPS (paragraph 1.a.(3) (2nd b) is omitted on the assumption that COAPS will take appropriate action. Likewise, comment on requirements is deferred pending receipt of OCD paper on this subject.

3. The dissents of the Assistant Director for Collection and Dissemination to minor procedural matters not covered in paragraph 1 above are not significant enough to warrant discussion at this time. It has been the experience of the Management Staff that often when dissent is expressed, the office concerned will at a later date implement some parts of the rejected suggestions. It is hoped that the Assistant Director for Collection and Dissemination and the Chief, Liaison Division, will in the future recognize the merits of some of these suggestions and take appropriate action.

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Recommendation: No further action at this time except that those comments made by the Assistant Director for Collection and Dissemination in regard to forms control if permitted to stand will defeat the intent of existing Agency Regulations. As far as this office is concerned Agency Regulations when issued are the will of the Director and are binding.

JAMES D. ANDREWS

cc: COAPS ✓

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